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MEMORANDUM FOR: Director, National Reconnaissance Office
SUBJECT: Duties and Functions of the Deputy Director,
NRO
REFERENCE: Your Memorandum, Same Subject, 26 April 1963

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I concur in your memorandum of 26 April 1963 as an initial attempt to define methods and procedures for carrying out the duties and functions of the Deputy Director, NRO. I should like to make the following two points, however:

a. When serving as Acting, DNRO, it will not be always possible to occupy the Pentagon office on a full time basis. However, every effort will be made to spend as much time on NRO activities, either in the Pentagon or in the CIA, as would be required to carry out the functions of Acting, DNRO.

b. While it may not be necessary to include a written statement in the paper, I believe it is essential that the DDNRO be consulted on all major NRO programing, policy and budgetary actions recognizing, of course, that in some cases the timing may make this difficult or impractical. A repetition of the situation which occurred on the NRO aircraft operations is intolerable and only serves to delay or confuse the situation.

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Distribution:

1 & 2 - Addressee

HERBERT SCOVILLE, JR.

3 - Dr. Scoville *Chrono* Deputy Director

5 - DD/R Subj *my ref.* (Research)

6 - DD/R Chrono

4 - AD/OSA

DDR: HScoville: [] b (27 Apr 63) Copy S

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NRO review(s)
completed.

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DEPARTMENT OF THE AIR FORCE
WASHINGTON

OFFICE OF THE SECRETARY

26 APR 1963

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MEMORANDUM FOR Deputy Director, NRO

SUBJECT: Duties and Functions of the Deputy Director, NRO

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Following our 13 April discussion of this subject, I have revised your 1 April draft on suggestions concerning the method of operation for the DDNRO [redacted]. The attachment reflects my views on the present functions for which the Deputy is responsible to the Director, NRO, as well as the general method of operation to be followed. With your concurrence, I shall ask the Director, NRO Staff to make appropriate distribution of this attachment in order that the functions of the Deputy Director will be understood throughout the NRO and its working interfaces.

Normally, I shall expect your NRO work to consist of carrying out the duties outlined in the attachment hereto, with expansion of your responsibility to cover all aspects of the NRO as Acting Director when I am not available due to extended absence or disability. In accordance with the current agreement, and to insure your ability to carry out this occasional task, I intend that you shall be kept fully informed of all NRO actions which I take, as well as on all other aspects of NRO activities. I expect generally to consult you on matters directly related to your NRO duties, and on most other NRO matters as well. I shall be the judge in each instance as to whether consultation is practicable or appropriate. Consultation will not be a pre-condition to my taking action. I shall, of course, welcome at any time suggestions or recommendations you may have on any NRO matter.

As you are aware, the NRO has undergone considerable evolution from the Co-Director, joint CIA-DOD organization of the 6 September 1961 agreement to the single Director, Single Executive Agent organization established by the 13 March 1963 agreement. This agreement specifies that the Director, NRO is directly responsible to the Secretary of Defense, as Executive Agent for the National Reconnaissance Program, and that the NRO is an operating agency of the Department of Defense.

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Except for guidance from the USIB on intelligence collection requirements and priorities, all guidance to the Director is from the Secretary of Defense, as Executive Agent. Therefore, whenever you assume the role of Acting Director, NRO, you should work in this same manner, and in accordance with all policies which I have established.

With these points clear, I solicit your full support and look forward to a harmonious working relationship in this effort of the greatest national importance.

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Brockway McMillan
Director
National Reconnaissance Office

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Method of Operation for
DDNRO

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METHOD OF OPERATION FOR DDNRO

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Reference: DOD-CIA Agreement on NRO, dated 13 March 1963

[Redacted]

1. The referenced agreement defines the duties of the DDNRO, under the direction of the DNRO, as follows:
 - a. Keeping fully and currently informed as to all activities of the NRP.
 - b. Supervising relations between the NRO and the United States Intelligence Board and its subcommittees, and the intelligence exploitation community.
 - c. Supervising all NRP tasks assigned by the Director, NRO to the Central Intelligence Agency.
 - d. Performing such other duties as may be assigned by the Director, NRO.
 - e. Acting for, and exercising the powers of the Director, NRO, during his absence or disability.
2. The DDNRO will retain his present office location and supporting staff as the Deputy Director (Research), CIA. In addition,

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the Director, NRO Staff will provide a Pentagon office for the DDNRO within the restricted area presently occupied by the NRO Staff. The NRO Staff will provide secretarial and any other assistance required by the DDNRO during occupancy of his Pentagon office. Normally, the DDNRO will use his Pentagon office on a part-time basis. However, when serving as Acting DNRO due to absence or disability of the DNRO, he will occupy his Pentagon office on a full-time basis.

3. In order to permit the DDNRO to be kept fully and currently informed on all activities of the NRP,

a. The Director, NRO Staff will establish internal NRO administrative procedures which will insure that the office of the DDNRO will receive on a routine routing basis copies of all incoming and outgoing correspondence, cables, etc. The NRO Staff will earmark those items which they believe require specific attention of the DDNRO, and arrange for priority delivery when appropriate.

b. The Director, NRO Staff will establish procedures to assist the DDNRO to keep informed on NRO problems and actions in work. These procedures will consist of regularly scheduled informal discussions with the DDNRO by senior NRO Staff personnel. Normally, these discussions will be held in the CIA office of the DDNRO, at a time

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selected by him.

c. The NRO Staff will keep the DDNRO office informed of all major meetings or briefings in order that the DDNRO may attend, or send a representative, if appropriate.

d. The NRO Staff normally will coordinate with the DDNRO action matters of particular interest in regard to his assigned responsibilities prior to presenting them to the DNRO, although such prior coordination shall not be a prerequisite for the Staff to take up any matter with the DNRO. In presenting all actions to the DNRO, the NRO Staff will indicate the coordination which has been obtained, and will obtain any additional coordination which may be required by the DNRO.

4. In order to carry out his responsibilities for supervising relationships between the NRO and USIB, the DDNRO will work with the USIB and its subcommittees, and with the DIA, to insure that appropriate requirements guidance is provided to the NRO for the development and execution of the NRP. He will insure that the NRO keeps the USIB and the DIA adequately informed on NRO programs so that this guidance will be meaningful. With appropriate assistance from NRO Staff, the DDNRO will work with the intelligence exploitation community, primarily NPIC, NSA, and DIA, to insure that a proper interface exists between the NRP and those responsible for exploiting

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its products. This activity will involve both working with the exploiters to insure adequate preparation to handle the collected products, and insuring that specialized requirements of the exploiters are adequately considered in the development and operation of the collection systems.

5. In carrying out his duites in regard to the CIA support of the NRP, the DDNRO will be responsible for:

- a. insuring that the CIA is responsive to NRO direction and guidance on all NRP projects and/or tasks assigned to the CIA;
- b. insuring that the DNRO is informed on the progress of all NRO projects and/or tasks assigned to the CIA, and on any critical problems arising in connection therewith;
- c. submitting to the DNRO for approval the programs and budgets for NRO projects and/or tasks assigned to the CIA;
- d. insuring that all NRO funds made available to the CIA are used only for work which has been approved by the DNRO;
- e. insuring that the CIA has within its own budget the necessary funds and personnel to provide internal CIA support for all assigned NRP responsibilities;
- f. initiating preparation of proposals for operational employment of NRO projects assigned to the CIA. Such proposals will be submitted to the DNRO, and upon his approval, forwarded to the Special Group and higher authority for approval, as necessary. The

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DDNRO will act as the NRO spokesman during such higher level presentations when appropriate, as determined by the DNRO.

6. In carrying out the duties of Acting DNRO during a designated absence of the DNRO, the DDNRO will perform all of the functions of the DNRO, following the policies previously established by the DNRO. The NRO Staff will carry out all of its activities in support of the Acting DNRO in the same manner as for the DNRO.

7. The DDNRO shall be in the chain of command directly under the DNRO, although not an intermediary echelon between the DNRO and NRO Program Directors, the NRO Comptroller, or the Director, NRO Staff. The DDNRO shall have command authority over all elements of the NRO when serving as Acting DNRO during the absence or disability of the DNRO.

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